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**Tab A - I&R analysis of DD/P-Admin comments on I&R Manpower Survey, FE Division,
18 August 1954**

DD/P-ADMIN STATEMENT

1. With one major exception, the statements contained in reference "a" are generally statements of fact.

a. The statement that the FE Division has exceeded its total personnel ceiling by [redacted] individuals is incorrect. As of 30 June 1954, the civilian personnel ceiling of the FE Division was [redacted] positions were filled.

b. In addition thereto the FE Division had [redacted] staff personnel assigned to projects not chargeable to ceiling. Some of these project personnel were apparently considered in arriving at the conclusion that ceiling had been exceeded.

2. A number of inexact or incorrect inferences can be drawn from a study of reference "a", in the absence of some detailed basis, as stated in reference "b", for the existence of situations reported therein.

I&R COMMENT

I&R welcomes the DD/P-Admin statement that "with one major exception, the statements contained in (the I&R report) are generally statements of fact."

With regard to the cited exception, I&R agrees that the FE total ceiling, for purposes of on duty strength comparisons, should include [redacted] Staff Agents and total [redacted]

However, even using such an expanded ceiling figure, it still should be emphasized that, although FE is under ceiling for the combined Headquarters and Field strength, it still is over Headquarters ceiling by [redacted] people on the basis of on duty strength.

I&R believes that it is imperative that such Headquarters over-ceiling strength be eliminated as soon as possible.

The DD/P-Admin statement that "a number of inexact or incorrect inferences can be drawn from a study of reference" is quite true. Unfortunately, such a statement can be applicable to almost any report, no matter how factual or how painstakingly objective its presentation--this is particularly true of a report which is basically statistical in form. I&R

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agrees that one could draw any number of inferences but contends the I&R report was intended only as a series of factual statements in reply to a request for facts made by the DCI.

With respect to the four (4) specific examples cited, I&R does not believe that an objective appraisal would support any "inexact or incorrect inferences" drawn by DD/P-Admin.

a. One is that retention of personnel on an unvouchered fund basis is resorted to for the specific purpose of augmenting Headquarters organizations without authority. This is not true.

a. The report did not infer that the retention of UV personnel in Headquarters was for the specific purpose of augmenting Headquarters organization without authority. In fact, I&R, to the contrary, clearly and specifically stated its conclusion that "in many cases no workable mechanism exists under current personnel practices by which such a situation can be avoided."

b. Another is that neither the Comptroller nor the Office of Personnel is aware of the existing situation. In fact, both are completely aware, the Office of Personnel reports all staff employee casualties each month, by name and component to DD/P-Admin and transmits, to the Comptroller, copies of Form 37-200 (Test) "In and Out-Casual Status Records".

b. While I&R did not state that the Comptroller or the Office of Personnel was unaware of the existing situation, it does believe that the then existing personnel reporting techniques did not reflect the actual personnel picture of FE Division. The lack of accurate available information is further indicated by:

1) The need for the special request of the DCI in July 1954 for information on the numbers and status of Headquarters UV personnel; this information to be provided by DD/P Senior Staffs and Divisions.

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c. Another is that individuals are wilfully carried without current T/O assignments. Every field T/O in the Far East area is in the process of complete change. Current assignments cannot possibly, in many cases reflect actual duties being performed during the reorganization period while revised T/O's are being processed for approval.

d. Another is that the fact that individuals have been carried against unvouchered fund positions for a year or more while actually in the U.S. indicates failure by the Division to

2) The request of the DD/P-Admin itself on 24 August 1954 (after completion of the I&R survey) that all Senior Staff and Area Division personnel officers begin the monthly reporting to DD/P-Admin of all Headquarters personnel who are assigned to overseas tables of organization.

It is further noted that the first of the monthly reports of in- and out-casuals by name and component, referred to by DD/P-Admin, was not distributed until 26 August 1954, again, after the I&R survey.

c. Although I&R made no statement to such effect, unfortunately the "incorrect inference" cited by DD/P-Admin "that individuals are wilfully carried without current T/O assignments" happens to be true. 25X1A8a

A new T/O for the [redacted] was formally established on 3 February 1954, after approval 28 January by the DCI. As of 23 June, the majority of [redacted] personnel were still slotted against the previous and then obsolete T/O. FE Division states in paragraph IV D1a that this lack of action was upon specific orders of DD/P-Admin. 25X1A8a

d. As explained in detail in the I&R analysis of FE Division comments (see Tab A), both FE Division and DD/P-Admin have confused two (2) separate groups of UV personnel. The DD/P-Admin comment therefore is not germane.

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25X9 take proper assignment action. This is not true in any of the [redacted] cases reported. There is reasonable justification in both fact and accepted practice for each. (see reference "b").

3. a. There is constant need for temporary duty details of various kinds which affect the physical location and current duty performance of individuals assigned to permanent T/O positions. Some examples are:

(1) Individual being trained for Indo-China assignment requires some training in WE Division.

(2) Certain individuals assigned to [redacted]

(3) Individuals with special qualifications on loan to a high priority project such as PBSUCCESS.

25X1A2g
25X1A6a (4) Temporary assistance provided from [redacted] on [redacted] to a field station having emergency support personnel needs not yet provided on a permanent basis.

I&R agrees with DD/P-Admin that the processing of personnel actions to report all temporary duty details would be quite a task. The I&R report devoted itself almost exclusively to problems inherent in PCS slotting and had no intention of suggesting, in its recommendation, that personnel actions be processed for TDY travel detail.

I&R does believe, however, that a current record should be kept and reports rendered on temporary details involving relief of an employee from his prescribed T/O duties (such as PBSUCCESS details, etc.); and I&R further feels that an internal Divisional record should be kept reflecting physical locations of all employees.

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- b. To be continually processing personnel actions reporting such temporary duty details would appear to serve no real purpose and add to our growing load of paper work unnecessarily.
- 4. Point by point comment on reference "a" is included in reference "b".
- 5. Actions on recommendations contained in reference "a" are indicated below
 - a. FE Division is not over ceiling, making reduction action recommended unnecessary.
 - b. Personnel actions transferring personnel from obsolete to current T/O positions will be prepared as soon as T/O's being processed are approved. Expeditionary action and coordination by the Management Staff in processing these T/O's will be of material assistance.
 - c. Processing of personnel actions to reflect actual physical locations is not a realistic procedure, particularly insofar as temporary duty details are concerned. The Deputy Director (Administration) has held a conference with all interested parties relative to control of casuals. Representatives present accepted gener-

This has been answered in detail in Tab A, which is attached to the same report as this document.

- a. FE personnel on duty strength is above ceiling, at Headquarters by XXXX individuals. Action to reduce to ceiling limit therefore is called for.
- b. I&R Staff welcomes all efforts to remove personnel from obsolete to current T/O positions.
- c. With regard to in-casual and out-casual controls, this is a matter for adjudication between the DD/A, ADP, and DD/P-Admin.

ally a proposal of the Office of Personnel for such control. The Deputy Director (Administration) obtained proper approvals of this proposal, which is now being published.

d. The Chief of Operations will receive progress reports from the Chief of Administration. Inasmuch as real progress will be dependent to an extent on action to be taken outside the jurisdiction of the Clandestine Services, it is suggested that reports to the Inspector General should be made by the Assistant Director for Personnel and the Deputy Director (Administration).

e. Appropriate personnel reports referred to in recommendation B-4 of reference "a" have been and will continue to be made by the Assistant Director for Personnel on a basis of a previous mutual agreement between the Office of Personnel and the Clandestine Services, with modifications resulting from action indicated in paragraph 5.a. above.

6. It is believed reasonable to state that reference "a" is a good example of statements of statistical fact presented alone, without basic information on the "whys" behind the statistics, being essentially misleading, at least in part. Neither the Division

d. I&R agrees that progress in improving personnel control mechanisms, to an extent, will be dependent upon action by Agency components outside of the Clandestine Services. I&R, therefore, concurs with the suggestion of DD/P-Admin that the AD/P and the DD/A, in turn, submit progress reports to the IG.

e. I&R notes with pleasure the DD/P comment that adequate reporting of the I&R suggested personnel factors has now been instituted and will continue to be reported.

I&R takes strong exception to any intimation by DD/P-Admin--both expressed and implied, that the findings in its report were "essentially misleading". The I&R Staff has conscientiously reviewed and replied, point by point, to both the FE and the DD/P-Admin

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reported on, the Chief of Administration, nor the Assistant Director for Personnel, all of whom are interested and responsible parties involved, were consulted on the "whys" prior to the submission of reference "a", and the later resulting recommendation for new procedures in handling casuals. Both time and effort could have been saved with resulting improvement in presentation and mutual understanding had such consultations taken place. This comment is only in the interest of improving the efficiency of administration on an objective basis and is not indicative of any desire to improperly influence the objective content or the timely submission of any appropriate report.

comments and believes that these replies have amply refuted all implications that the survey findings were "essentially misleading".

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It was not felt to be essential that the DCI be told "why" FE Division was [REDACTED] over ceiling at Headquarters when the DCI had requested the numbers of people in Staff Agent and Staff employee categories.

It is up to FE Division and/or DD/P-Admin to explain "why" this situation existed. I&R reported accurately that it did exist.